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MEMORANDUM FOR: Inspector General

SUBJECT: Personnel Office

1. This is in response to your memorandum request for an objective statement of whether the service furnished my office by the Personnel Office is satisfactory and if not, those matters which are not satisfactory. My comments are based on the organization of the personnel office prior to the reorganization which I understand is taking place.

2. I shall begin by stating in what respect the service is satisfactory or very nearly so:

a. Recruitment: There has been a steady improvement in recruitment and the cooperation of the Procurement Division is excellent.

b. Placement: I have had excellent cooperation from the Placement Officer assigned to handle personnel for this office. About a year ago I invited the Chief of the Personnel Division (Covert) to attend one of my Career Service Board meetings. He brought with him the Placement Officer assigned to work with us. The Placement Officer, now attends almost all of the meetings of the CSB. This has been extremely beneficial and I am entirely satisfied.

c. Wage and Classification: I have had very good cooperation from Wage and Classification Division. A realistic approach to our problems has been notable.

3. In the following respects, the service furnished by the Personnel Office has not been entirely satisfactory:

a. EOD Processing: I have noted some improvement in this area, but it is still not entirely satisfactory. First, a deficiency lay in the type of letters sent to the applicant informing him that he was accepted and to report for duty. The letters were not sufficiently definite and one or more of the following problems arose in almost every instance:

(1) Some expected dependents transportation to Washington would be paid.

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(2) Misunderstanding regarding per diem while under training.

(3) Most were under the impression that they were to proceed overseas immediately instead of undergoing a protracted period of training.

I don't know if the deficiency I have mentioned here is general throughout the Agency. It is possible that because of the technical training which practically all new employees must have for duty with my office, that this is a matter that is peculiar to my office. If so, it is something that I can straighten out with the Personnel Office.

b. Post-EOD Processing: The individual having reported to the Agency and assigned to this office, some of the following problems arise:

(1) They report to my Personnel Branch:

- (a) not fully cleared.
- (b) not having been polygraphed
- (c) lack of complete clearance by the Medical Staff
- (d) confusion as to vouchers
- (e) unhappy at the production line greeting and
- (f) disgusted, discouraged and sometimes just plain scared.

The net result of the foregoing is that many are ready to give up and return home instead of being enthusiastic about their future with us. It is therefore necessary for my personnel people to take time out to "pick up the pieces" and make the new employee feel that he is welcome and help him with his problems.

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(2) Travel, Finance and Transportation: There are many problems in connection with travel, finance and transportation which are, of course, most important to the individual. While Central Processing has shown a very noticeable improvement, the individual who has a problem invariably comes to his own personnel branch to get things straightened out. The question has been asked, "why isn't night differential authorized for employees [REDACTED]" The Finance Office stated that night differential wasn't authorized, but we followed this matter up and found that night differential is payable and I understand that this now will become Agency policy. Another matter of this kind arose when we found that an

[REDACTED]

grade was actually equivalent to a promotion. I don't know why such matters have not long ago been discovered, by the Personnel Office and appropriate regulations issued.

(3) Briefing and Personnel Problems: These matters probably belong to the Personnel Office, but have not been satisfactorily handled in the past. Both Central Processing Branch and the Personnel Relations Branch have been very cooperative, but I actually doubt if they will ever be able to handle all the things that have to be taken care of. I believe Central Processing can handle the routine matters, but those requiring detailed knowledge of each of the stations to which communications personnel are assigned must be handled in my office. Post reports furnished by the State Department are slanted pretty much for the "striped pants" diplomat and not for the communications technician. I have had compiled and kept current, Post Reports for each station. These reports are based upon the consensus of all communications employees at a post, including the consensus of the wives as to what personnel going to that station should know. All employees returning from overseas are interrogated as a matter of routine on conditions at his post and necessary changes are incorporated in the Post Report for that station. It is possible that Central Processing could do this, but they haven't in the past and it seems to me that it can be done more efficiently in the various components of the Agency which have large numbers of personnel overseas as replacements. For example, if we know that a dependent has weak lungs, we are certainly not going to send a man [REDACTED] Personnel going [REDACTED] with dependents must take with them pasteurizing equipment as there is no safe milk on [REDACTED] In many cases we are able to arrange for departees and

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returnees of a certain post to get together so both husband and wife may receive all pertinent information. This is probably a refinement of personnel work which I doubt could ever be handled in a central office in Washington.

25X9 (4) Field Problems: A dependent becomes ill and must be returned to the ZI immediately, or an employee must be returned for disciplinary action. Pay accounts are mixed up. Problems of this kind require handling by the office most concerned. The Personnel Office can assist, but I do not believe it can handle the problem completely. My Personnel Branch is organized into small sections each having geographical responsibility. For example, one section handles the whole of the Middle and Near East where we have about [REDACTED] employees. This Section is required to know in detail who is in the area, when he is due to return and all that he can learn about each post in the area. If a dependent is ill or an employee must be returned for disciplinary action or pay accounts must be straightened out, it is the assigned duty of the officer in charge of that section to complete all the staff action necessary to handle the matter. This sort of thing, I am sure, should not be centralized. When an employee or dependent becomes ill and is returned to the ZI, a member of my Personnel Branch meets the plane or boat with a member of the Medical Staff to facilitate arrival. In one case the wife of an employee died at the overseas office and a member of my staff met the husband with two small children and the body of his wife in New York and handled all arrangements including transportation to the employee's home. This sort of thing could be done by Central Processing, but I believe it more appropriate for a "member of the communications family" to perform such a service.

4. It is my conclusion that the Personnel Office can only provide the policy and routine service to the various offices of the Agency and it is perhaps due to a lack of delineation of responsibility between the Personnel Office and the several office of the Agency, that the service furnished by the Personnel Office has not been entirely satisfactory. I think that insofar as my office is concerned, such delineation of responsibility will work out in the near future. I have arranged with Mr. Meloon to have a survey made of my Personnel Branch to determine if there is any unwarranted duplication in our personnel work and if so to agree as to which of us will be responsible. He has assigned a task force of three well qualified individuals who begin the survey this morning and will continue until a thorough study has been accomplished. The task force will report their findings to me and Mr. Meloon and we will then attempt to agree as to which of us shall do what.

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5. In response to paragraph 2 of your memorandum, there is enclosed a list of the individuals in my office by name, title and grade, who are handling personnel matters. I have indicated on this list by asterisk, those who devote only a part of their time to purely personnel matters. All the others devote the whole of their effort or the predominant part thereof, to personnel matters. I have not included the Career Service Board which spends two full afternoons a week on promotion and rotation matters. I have included however, the staff which supports the CSB.

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Assistant Director for Communications

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